

BOSTON PUBLIC LIBRARY



3 9999 06587 504 7

4

M3/B16

PR

82/1

MS/BG
PR
12/1

BOSTON PUBLIC LIBRARY
GOVERNMENT DOCUMENTS DEPARTMENT
RECEIVED
APR 16 1986

BOSTON PARTNERS IN URBAN RECREATION

URBAN PARK & RECREATION
RECOVERY PROGRAM

INNOVATION GRANT PREAPPLICATION



CITY OF BOSTON
KEVIN H. WHITE , MAYOR

DEPARTMENT OF PARKS & RECREATION
ROBERT R. McCOY , COMMISSIONER



CITY OF BOSTON
OFFICE OF THE MAYOR
CITY HALL, BOSTON

KEVIN H. WHITE
MAYOR

June 1, 1982

Mr. James Coleman
Regional Director
National Park Service
143 South Third Street
Philadelphia, Pennsylvania 19106

Dear Mr. Coleman:

Please find enclosed the pre application of the City of Boston for an innovative grant in the amount of \$431,398 pursuant to the Urban Park and Recreation Recovery Program.

We are proposing to establish through a two year program a network of parks and recreation facilities that are managed and maintained by community organizations. The City will join as partners with the community and the private sector to work toward this goal. Through a unique combination of federal funds, locally raised cash matches and fundraising training, this program will lead to a series of community managed projects viable without federal funds.

I certify that the City of Boston will comply with all NPS requirements for UPARR grants. I am designating Valerie Burns, Parks and Recreation Department (617/725-3812), as project coordinator.

Thank you for your consideration.

Sincerely,

Kevin H. White
Mayor

KHW/am



Digitized by the Internet Archive
in 2012 with funding from
Boston Public Library

FEDERAL ASSISTANCE			2. APPLICANT'S APPLICATION	a. NUMBER	3. STATE APPLICATION IDENTIFIER	a. NUMBER
1. TYPE OF ACTION <input checked="" type="checkbox"/> PREAPPLICATION <input type="checkbox"/> APPLICATION (Mark appropriate box) <input type="checkbox"/> NOTIFICATION OF INTENT (Opt) <input type="checkbox"/> REPORT OF FEDERAL ACTION			b. DATE Year month day 1982 5 5		b. DATE Year month day ASSIGNED 19	
4. LEGAL APPLICANT/RECIPIENT a. Applicant Name : City of Boston b. Organization Unit : Department of Parks and Recreation c. Street/P.O. Box : One City Hall Plaza d. City : Boston a. County : Suffolk f. State : MA g. ZIP Code: 02201 h. Contact Person (Name & telephone No.) : Valerie Burns (617) 725-3290			5. FEDERAL EMPLOYER IDENTIFICATION NO. N/A			
7. TITLE AND DESCRIPTION OF APPLICANT'S PROJECT UPARR Innovative Grant Proposal - Community Management and Maintenance for a series of City's parks and facilities, Mini-grants through RFP, Community cash matching requirement, Fund raising training provided through grant.			6. PRO-GRAM (From Federal Catalog) a. NUMBER 11514117 b. TITLE Urban Parks and Recreation Recovery Program			
10. AREA OF PROJECT IMPACT (Names of cities, counties, States, etc.) Boston, MA			8. TYPE OF APPLICANT/RECIPIENT A-State B-Interstate C-Substate D-District E-City F-School District G-Special Purpose District H-Community Action Agency I-Higher Educational Institution J-Indian Tribe K-Other (Specify): Enter appropriate letter <input checked="" type="checkbox"/> E			
11. ESTIMATED NUMBER OF PERSONS BENEFITING 562,493			9. TYPE OF ASSISTANCE A-Basic Grant B-Supplemental Grant C-Loan D-Insurance E-Other Enter appropriate letter(s) <input type="checkbox"/> A			
12. TYPE OF APPLICATION A-New B-Renewal C-Revision D-Continuation E-Augmentation Enter appropriate letter <input type="checkbox"/> A			13. PROPOSED FUNDING a. FEDERAL \$431,398 .00 b. APPLICANT \$184,885 c. STATE .00 d. LOCAL .00 e. OTHER .00 f. TOTAL \$616,283 .00			
14. CONGRESSIONAL DISTRICTS OF: a. APPLICANT 8911 b. PROJECT Same 16. PROJECT START DATE Year month day 19 17. PROJECT DURATION Months 18. ESTIMATED DATE TO BE SUBMITTED TO FEDERAL AGENCY Year month day 19 82 6 6			15. TYPE OF CHANGE (For 12c or 15e) A-Increase Dollars B-Decrease Dollars C-Increase Duration D-Decrease Duration E-Cancellation F-Other (Specify): N/A Enter appropriate letter(s) <input type="checkbox"/>			
19. EXISTING FEDERAL IDENTIFICATION NUMBER N/A			20. FEDERAL AGENCY TO RECEIVE REQUEST (Name, City, State, ZIP code) UPARR, NPS, Philadelphia, PA 19106			
21. REMARKS ADDED <input type="checkbox"/> Yes <input type="checkbox"/> No			22. THE APPLICANT CERTIFIES THAT a. To the best of my knowledge and belief, data in this preapplication/application are true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is approved. b. If required by OMB Circular A-95 this application was submitted, pursuant to instructions therein, to appropriate clearinghouses and all responses are attached: <input type="checkbox"/> sponas <input type="checkbox"/> Response attached			
23. CERTIFYING REPRESENTATIVE Kevin H. White Mayor			24. AGENCY NAME 25. APPLICANT'S SIGNATURE 26. DATE SIGNED Year month day 19 82 6 1			
27. AGENCY NAME 28. ORGANIZATIONAL UNIT 29. ADDRESS			30. FEDERAL APPLICATION IDENTIFICATION 31. FEDERAL GRANT IDENTIFICATION			
32. ACTION TAKEN <input type="checkbox"/> a. AWARDED <input type="checkbox"/> b. REJECTED <input type="checkbox"/> c. RETURNED FOR AMENDMENT <input type="checkbox"/> d. DEFERRED <input type="checkbox"/> e. WITHDRAWN			33. FUNDING a. FEDERAL \$.00 b. APPLICANT .00 c. STATE .00 d. LOCAL .00 e. OTHER .00 f. TOTAL \$.00			
34. ACTION DATE Year month day 19 35. CONTACT FOR ADDITIONAL INFORMATION (Name and telephone number)			36. STARTING DATE Year month day 19 37. ENDING DATE Year month day 19 38. REMARKS ADDED <input type="checkbox"/> Yes <input type="checkbox"/> No			
39. FEDERAL AGENCY A-95 ACTION a. In taking above action, any comments received from clearinghouses were considered. If agency response is due under provisions of Part 1, OMB Circular A-95, it has been or is being made.			40. FEDERAL AGENCY A-95 OFFICIAL (Name and telephone no.)			

TABLE OF CONTENTS

	<u>Page</u>
Proposal Description Statement	1
Selection Criteria Narrative	8
Project Cost Estimates	22
Timetable	23
Evidence of Matching Share	25
Appendix	
A. Letters of Support	27
B. Maps	43

BOSTON PARTNERS IN URBAN RECREATION

Program Description Statement

Program Description Statement

In the Boston Partners in Urban Recreation Program, the City of Boston will undertake a pilot project to demonstrate a method of management of recreation facilities that is an alternative to the traditional approach of direct management of public recreation facilities. Historically, the City has directly operated all municipal recreation facilities with operating expenses subsidized by tax revenues. With the City now severely limited in its ability to raise revenues through taxes as a result of local reform measure, Proposition 2½, the old ways of providing recreation services are no longer viable and new strategies are called for. Therefore, the Boston Parks and Recreation Department is seeking a UPARR Innovation Grant of \$431,398 to establish through a two year plan, in partnership with the community and private sector, a system of parks and recreation facilities that are managed and maintained by approximately 15 community organizations. The federal grant will be used to leverage private matches which will fund community management projects through contractual arrangements with the City.

Community organizations will design, with technical assistance from the Parks Department, their own programs, which will be responsive to their neighborhood needs and organization's capabilities. The program design calls for the share of the private matching funds to increase proportionally as federal funds decrease. To ensure the success of the "Boston Partners" program, comprehensive management training will be provided to the

participating community agencies through the grant throughout the two year program. The "Boston Partners" community based management program will at the end of two years be funded by private sources with continued support from the City. The goal of the "Boston Partners" program is to demonstrate to other financially hard pressed cities how a municipal parks and recreation department can continue to provide services without increasing the tax burden through a solid partnership with well informed community managers and an involved private sector.

The development of new partnerships is a major strategy in Boston's five (5) year Recovery Action Program to meet the demand for services despite diminishing public resources. A major issue for the Parks and Recreation Department in the next few years will be to determine the relative benefits of contracting for services versus hiring direct service staff. The "Boston Partners in Recreation" Program will provide a major contribution towards redefining the department's role for the future while also broadening our base of financial and public support.

The significance of partnerships between the City/community/private sector was intensified by the impacts of Proposition 2½; however, a limited community based management project was tested through a previous Urban Parks and Recreation Recovery Innovation Grant. The "Boston Partners" program is a sophisticated variation and expansion of the previous UPARR Innovation Grant awarded to

Boston which developed a short term community management program in a single neighborhood park. The previous UPARR funded program at Mozart Playground involved only one facility, and did not provide a matching requirement or training. The experience with the Mozart project contributed to the design of the "Boston Partners" program.

The City of Boston Parks and Recreation Department is actively pursuing new collaborations with the community and private business sector to provide parks and recreation services to its citizens. Such an aggressive campaign was born not of idle experimentation but of necessity. Boston is grappling not only with the effects of a lagging national economy and reduced federal spending but also with the effects of a local tax reform, Proposition 2½. Boston is an unwilling front runner in dealing with such drastic fiscal reductions and many cities with local tax reform looming in their futures are looking toward Boston for guidance. The Parks and Recreation Department in Boston has had to develop many strategies for continuing to deliver services in the face of a 50% budget reduction. The UPARR Innovation Grant Program offers an opportunity to test a new approach to parks and recreation management and maintenance through a three part partnership, City/community/private sector. Such partnerships present questions about accountability, control, and resource allocation, and the solutions found for Boston will assist other cities, especially the older cities as they begin to address similar issues. Older cities like Boston have many parks and recreation facilities that were built years ago without

regard for the level and cost of maintenance and energy efficiency; in addition such older parks and facilities often have significant historical aspects which must be addressed in management and maintenance alternatives.

Boston is now involved in testing and evaluating many alternatives in services delivery, including fees and charges, leasing, contracting and limited public/private collaborations. It is these collaborations which hold the greatest potential for creative and innovative programs.

Partnerships, and their many variants, would be explored and refined within this UPARR Innovative Grant providing Boston, and other cities, with several models to replicate and expand.

The selection of community organizations which will participate in the "Boston Partners" program will be determined by responses to a request for a proposal (RFP). The RFP will be distributed city-wide, based on a comprehensive mailing list of non-profit organizations, civic associations and boards of trade. During the solicitation period, a series of help sessions will be scheduled to assist groups with little or no grant experience and to answer questions on the RFP. Although maintenance must be an element, community programs could address any number of neighborhood issues, such as park security, vandalism, recreational activities, youth programs, urban gardening etc. Although program design will vary, proposals should provide for some local employment, particularly for youth. Coordination of neighborhood volunteers will also be programmed to supplement the activities of any salaried staff.

An advisory panel of representatives from foundations, corporations, universities, churches, civic and social service organizations and other City and State agencies will be organized to assist in the design of the RFP, review of proposals, design of training sessions and program evaluation. The group will provide a key link in this collaborative program, bringing perspectives and experiences not present in either the community or Parks and Recreation Department. It is important for future joint ventures that both the public sector and community groups strengthen and broaden their involvement with the private sector. The involvement of the City and State agencies in the advisory group will allow for a co-ordination of efforts and maximum use of resources. Boston is particularly interested in using federal community development funds in support of projects that will leverage private dollars.

Administration of the grant, including the project director, will be provided by the Parks Department as an in-kind contribution with support staff funded in part by the grant. This arrangement will ensure from the outset that the collaborations between the Parks Department and community groups that are developed have optimal potential for continuing after federal funding has lapsed. The City will also supply maintenance supplies and materials and will provide technical maintenance as would be regularly scheduled and as the community group requests.

A major component of this project is training. The Parks Department will hire consultants to provide expertise in specific areas. The consultants will be used for training both the Parks Department staff and community groups in contract management, volunteerism, fundraising, marketing, and other areas as required.

Throughout the program year, there will be a series of training sessions. Among the subjects to be covered will be management, legal issues, foundation funding sources, corporate giving, local fundraising, proposal preparation for private sources, marketing, and public relations. As the grants progress into year II, the training will continue based on the needs determined in the first year. The curriculum for the second year's training will have input from the community participants and the Advisory Board. With the start-up funding provided by the UPARR grant and the training sessions, the participants will be expected to fundraise their initial cash match by the end of the year I.

The project director will monitor the community groups' progress throughout the year. Daily involvement in co-coordinating Parks Department services to the community groups will provide first hand information on programs. Quarterly reports submitted by the community groups will also be useful both for the project director and as a means for the community group to track their own program and identify problems. As the end of the first year approaches, community groups will begin to evaluate their performance, look forward to Year II and consider any changes. An end of the year report and a brief proposal will be submitted to the project director. The Advisory Board will also review the end of the year material and make recommendations. Decisions of funding continuation and suggestions for program adjustments will be made by the project director and Parks Commissioner.

Monitoring and evaluation will continue similarly through year 11 with adjustments based on the first year's experience. A modified monitoring and evaluation process will be designed as the programs become privately funded with support from the City. A report will also be produced during year 11, describing the elements that led toward success and failure in the partnerships, with particular emphasis on the training and fundraising components of the program.

This Innovative Grant will enable the Parks Department, community organizations and the private sector to work together towards better and less expensively maintained and more responsively programmed parks and recreation facilities. Community organizations will have an increased sophistication in designing and managing a community recreation facility. The private sector will have strengthened relationships with both the community and the Parks and Recreation Department in order to better utilize the business community's many resources. The Parks Department with an experienced and well informed network of community park managers and an involved and committed private sector will be able to use its municipal resources most fully and effectively.

BOSTON PARTNERS IN URBAN RECREATION

Innovation Grant Selection Criteria

Innovation Grant Selection Criteria

1. "The degree to which the proposal provides a new, unique or more effective means of delivering a recreation service that can serve as a model for other communities."

"The Boston Partners in Urban Recreation" program will test and develop a variety of new models of public/private partnerships to expand the City's capacity in providing passive and active recreational services to neighborhood residents, despite a reduction in City funds. The federal two year grant will result in the demonstration of a nationally significant process for contracting a variety of parks and recreation management functions; for the expanded involvement of the private and voluntary sectors in local service delivery and for training and support to ensure continuation of the projects after the federal grant period. This "Boston Partners" program will demonstrate to other financially hard pressed communities how to continue to provide services when faced with several financial constraints through partnerships with community groups and the private sector.

The "Boston Partners" program will establish a series of partnerships between the Boston Parks and Recreation Department and community groups which will result in a network of community managed parks and recreation facilities. The UPARR funding will be used to provide grants to community groups, who must raise locally a cash match. This cash match will increase proportionally over the two year period as the federal

share decreases. This innovative matching arrangement allows the federal investment to leverage additional private dollars by 30% in year I and 50% in year II.

The City/community partnerships established here will be defined in a contract, with a cash matching requirement, providing an incentive to the community groups. The public investment will go farther and provide more services without the City adding staff. A public/private advisory board, with representatives from the corporate, philanthropic, and non-profit sectors will advise the Parks Department in the design of critical components of the contractual processes to maximize the potential for continued community and private support. At least four models of City/community partnerships, such as park security, facility maintenance, youth or elderly services will be tested and refined during the two year program. What Boston is doing as partners with the community in this innovative program can serve other cities, community organizations and private funders as a model and a report will be published as a guide to establishing and evaluating partnerships in public service collaborations. Boston has suffered a 50% reduction in parks and recreation funding over the past year and this Innovation Grant will allow Boston to continue to provide services through unique partnerships with community groups who will, after the end of the program, have acquired the skills and experience necessary to maintain the programs begun here.

2. "The degree of citizen involvement in proposal conceptualization and implementation."

Since the spring of 1981 when the impacts of Proposition 2½ for the Parks and Recreation Department became painfully clear, in the form of 50% budget reduction, there has been great private sector and community concern for recreation issues and the Parks Commissioner has been working with the community and the private sector to develop strategies to meet the parks and recreation needs of the City. It is out of this private concern for parks and recreation issues and services that the concept for this proposal has come. In the summer of 1981 the business community took the initiative in fundraising for the summer swimming pool program, a very popular program. The City agreed to lease the Park Department pools to non-profit agencies and provide technical assistance, non-routine maintenance and water. Since this was a one-time effort to open the pools under this funding arrangement, the Summer Recreation Planning Committee was formed to plan for summer 1982. The Committee consisted of participants in last year's program with members from the Private Industry Council, the First National Bank, Associated Grantmakers of Massachusetts, the Boston School Committee, Boys Club of Boston, Federated Dorchester Neighborhood Houses, among others. After evaluating last summer's program and studying community needs, a program funded half by the City and half by the Permanent Charities Fund was devised and is underway. The members from this Recreation Planning Committee have been consulted in the design of this proposal, and the "Boston Partners"

Advisory Board membership will be drawn largely from the Recreation Planning Committee.

Although the pools program is the largest collaborative effort undertaken by the Parks and Recreation Department, this past year many other public/private ventures have begun, including leasing of recreation facilities to community agencies, neighborhood clean-ups of parks, vest pocket park maintenance agreements, alternative sentencing programs in parks, privately funded tree plantings and others. Many other groups have approached us without the resources to implement their projects. The "Boston Partners" program will allow the City to offer community groups an opportunity to design programs to address their neighborhood recreation needs. The UPARR funds will be used as an incentive for the community groups to raise cash matches. Throughout the program, an advisory board of representatives from corporate and foundation funders, universities, churches, civic and social service agencies will participate in the design of the RFP, proposal reviews, program evaluation and design of training. The competitive bidding and selection process of the "Boston Partners" project will clarify to the philanthropic sector our priorities for private support. The "Boston Partners" program will also assist the Parks Department in developing a formal process for evaluating and prioritizing the numerous requests so that our resources are targeted most effectively.

In Boston, the private sector and the community is working hard with the Parks and Recreation Department to provide alternatives to the traditional public provision of recreation services. This proposal is a direct out growth of these partnerships and will assist in fostering and expanding what has begun.

3. "The degree to which the proposal may lead to a positive, systematic change in how park and recreation services are provided."

A positive systematic change in the provision of parks and recreation services will be provided through the new community/Parks Department/private sector partnerships which are formed. The proposal combines federal assistance, City resources, and private funds through a two year plan which will gradually withdraw federal funding while increasing private support; thereby resulting in a viable network of community managed parks and recreation facilities. This proposal offers community organizations an opportunity to address those parks and recreation issues most compelling to them through a proposal of their own design. Training will be provided through the grant to the participating community organizations to provide them with a variety of skills necessary to fund raise and manage programs. The proposal also establishes a process through which the City and the community group can develop a system to co-ordinate City resources to their most effective use, thereby offering optimum support for community programs after federal funding has lapsed. This proposal will create a process by which the Parks Department will broaden its relationship with the private sector

through a program design offering participation in planning and implementation. Processes will be developed for evaluating various forms of partnership to assist the Parks and Recreation Department in assessing its optimal role in future collaboration for service delivery. By analyzing and comparing the results of the various management functions tested through the "Boston Partners" program with the traditional direct service approach, the Parks Department hope to redefine its role between direct and indirect service delivery.

4. "The degree of commitment of community and proposal participants to continue long term program objectives, including commitments to continue funding after the requested federal grant money is no longer available."

Establishment of a viable partnership between the Parks and Recreation Department, community organizations and the private sector to establish successful community management models is the basic goal of this proposal and is addressed in every aspect of the program. The request for proposal (RFP) will be designed to require that community groups design programs that after two years can be workable without federal funds. To support that program design the grant will provide extensive training to the participating community groups in the areas of fiscal management, marketing, corporate and foundation funding sources, other fundraising techniques, legal issues and public relations. This training will provide the community with the expertise needed to fund and implement programs viable without

federal funds. The proposal also provides for the co-ordination of City services in each community program thereby allowing during the two year program, a refinement of co-ordination which will continue at the federal program's end. To provide the co-ordination necessary a Parks and Recreation staff person will be placed as project director thereby establishing from the outset a working relationship between the Department and the community group. The private sector, through the Advisory Board, will participate in all aspects of the proposal including RFP design, proposal review, training and evaluation. This private sector involvement will establish a relationship for continuing technical and financial assistance after federal funding ceases. The commitment of the private sector to parks and community issues in Boston has been evidenced through their participation in the Summer Recreation Planning Committee.

5. "The degree to which proposal managers use the federal funds to leverage greater public and private investments."

This proposal provides for a program which uses federal funds to leverage private investment by requiring each community organization to raise a cash match for the federal funds received. The local cash match will increase proportionally to decreasing federal funds during the two year program. Training will be provided through the grant to ensure that community participants have the management and fundraising skills necessary to continue their programs after federal funding ends.

The proposal will also develop models which use volunteers and in-kind services as well as locally raised cash to implement community programs that will be viable without federal support. The two year program will be used to target and co-ordinate a range of City services to support community groups initiated through the federal grant. The "Boston Partners" program will also provide a process for documenting the benefits of recreation services, in a clear and well organized manner and therefore provide information to the Parks Department to support funding requests to municipal and private sources.

The public/private partnership contractual approach also will lead towards a more stable funding base for urban recreation since each partner will be less likely to withdraw support arbitrarily. Finally, by developing the management capacity and expanding the level of service delivery offered by community agencies, an organized constituency for neighborhood services will be strengthened with the ability to leverage both public and private funds. The proposal will provide through the advisory board, a mechanism for dispelling some misconceptions held by the public and private sectors about each other and developing a more coordinated funding approach.

6. "The degree to which the proposal provides potential co-ordination with other community, state and federal programs of community development and those providing recreation to the target population.

This program will provide community organizations with a process and the support to design and implement neighborhood programs responsive

to community needs. The proposal also will co-ordinate the resources of the grant with Boston's Community Development Block Grant program and CETA programs to support community management programs which leverage private dollars. One of the goals of the Neighborhood Development and Employment Agency, which is responsible for both CDBG and CETA funds, is to leverage private investment, thereby maximizing federal resources. Therefore, the CDBG funded rehabilitation of a recreation facility is a better investment when a community organization can manage and maintain the facility through its own expertise and co-ordination with Parks Department resources. NDEA has expressed interest in exploring a joint rehabilitation/community management project with the Parks Department.

The Parks Department will also be developing a recreation marketing analysis (described in Recovery Action Program) during the next few months. The analysis will aid us in targeting resources more effectively and avoiding duplication of services. The results of the marketing analysis will be available by the time the "Boston Partners" allocations decisions need to be made.

7. "The degree to which the proposal improves the quality and quantity of recreation services as a result of the innovative project."

The impact of a local tax initiative, Proposition 2½, was to reduce the Parks and Recreation Department budget by 50%; services were necessarily curtailed or discontinued. The "Boston Partners" program will leverage other resources in the community to expand current services to meet vital needs. Issues such as park security, facility maintenance, youth and elderly services will be addressed in the program and the various demonstration models will be replicable in other neighborhoods of Boston, as well as in other cities that are facing diminishing public resources.

Because the "Boston Partners" program will encourage community organizations to address the most compelling needs of their neighborhoods in designing their own programs, the results may be more effective than the past public services. The contractual system also will provide a built-in safeguard for quality by separating the monitoring and evaluation functions from the providers. The training components of the program also expand the capacity of involved organizations to improve both the quality and quantity of services offered. And as the Parks Department invests more time in training and evaluation activities instead of direct services, its scope and capacity will enlarge so that it can address more system-wide issues. To provide more with less has always been a dream of any large city parks and recreation department; now in Boston, it is a necessity. This proposal will test a process to make this necessity a reality for Boston and other cities.

The "Boston Partners" program will include recreation programs with both neighborhood-specific users and city-wide clientele. A project such as the Orchard Park Recreation Facility, which has been closed due to budget reductions, is located in a minority neighborhood and services approximately 1200 users per week, with a high percentage of youth. An Urban Rangers Program, located in large downtown park, such as Boston Common, will serve a large cross-section of citizens. In both instances, services are not being delivered currently due to financial restrictions and the "Boston Partners" program will establish a process to provide more and better programs to clients now not being served. The "Boston Partners" concept once it has been refined through the Innovation Grant, will be applied to additional neighborhoods to provide services there.

8. "To degree to which the proposal ties in with goals, priorities and implementation strategies expressed in the local park and recreation Recovery Action Program.

The development of new partnerships is a major strategy of the Boston Parks and Recreation Department to meet the large demand for services despite diminishing public resources. If funded, the Innovation Grant would enable the department to develop and test a new process for inviting and reviewing proposals for cooperative ventures and evaluating the results.

The strategies in the RAP that our proposal addresses directly include:

To develop new partnerships for recreation provision

- by encouraging collaborations in the request for proposals.
- by working with an advisory board with representation from a wide variety of sectors of the City in the design and evaluation of the program.

To develop new revenue sources for parks and recreation services

- by requiring cash matches to be raised by participating community agencies.
- by establishing through the advisory board a working relationship with the private sector, representing private and corporate givers.
- by providing training to community agencies to increase their capacity to fundraise for recreation services.

To increase the use of cost-effective contracts for maintenance and recreation.

- by testing and refining models for contracting with community organizations for maintenance and recreation.
- by refining the Parks and Recreation Department's technical assistance role in the contracting process.

The "Boston Partners" proposal demonstrates a new method of operating and maintaining recreation facilities. Diminished public resources restricts the City capacity to operate recreation facilities and a partnership approach offers a viable and realistic alternative.

In this Innovation Grant, the Parks Department will contract with the community organizations to operate recreation facilities, using the federal funds as an incentive to community organizations to locally raise matches. Community organizations will receive training, through the grant, which will prepare them for continued operation without federal funds and with City technical support.

Boston is now implementing other priority actions as identified in the RAP, such as the marketing study to assess recreation needs, solutions to management problems through sessions working with a facilitator, fundraising strategies and the public private advisory board which will be drawn from the summer recreation planning committee. Fundraising in the private sector has generated in 1982 over \$250,000, providing support for programs such as the summer pool program with 1600 daily users and the Boston Neighborhood Basketball program with over 3600 participants.

9. "The degree to which the proposal leads to a transfer of a recreation role traditionally performed by a public entity to quasi-public or private non-profit interests."

This proposal will provide for the transfer over a two year period of the management and maintenance of a network of parks and recreation facilities to community management. This transfer is vital to the continuation of the provision of recreation in the face of drastic budget reductions. Due to financial constraints, the provision of recreation services which was once solely in the public sector must now shift to a joint public/private endeavor. The shift to public/private collaboration must be well planned, tested and refined. This proposal will allow Boston to go forward in partnership with the community and private sector. The community/private sector will contribute to the definition of their roles in the partnership. Community organizations will be able to address through programs of their own design issues most important to their neighborhood; issues addressed through public mechanisms in the past. The community organizations participating will be prepared to be community recreation managers through an extensive training process. This program will establish a method which will organize community resources, such as volunteers to perform functions traditionally performed by the public sector.

Initial efforts this past year at such partnerships, although very encouraging, have raised several issues that need to be worked out for particular service delivery models. To be successful, each role

transfer arrangement needs to clearly define each party's responsibility, and issues such as access, accountability, and outreach to the public need to be balanced with economic viability for the future. In the area of public/private partnerships, there are no simple solutions, only better solutions. There is still much to be tried and much learned and gained. We are convinced that the era of plentiful public resources for recreation is over, and that Boston can help pioneer new models that will benefit other cities as they succumb to what seems to be a national trend.

10. "To degree to which a proposal benefits disadvantaged community populations and/or those areas within a distressed community which have the greatest recreation deficiencies."

In the "Boston Partners" program which is city-wide, the RFP process offers a mechanism to design a proposal rating system which will score proposals on both statistical and programmatic quality. The statistical section will weight proposals which benefit disadvantaged populations and/or areas with the greatest recreation deficiencies. The statistical sections will weight proposals in the following areas: RAP priority neighborhoods which considers supply, density, youth, elderly; minority; low income and special populations, such as handicapped. Therefore proposals from RAP priority neighborhoods such as Mission Hill/Roxbury with 81% minority and 36% low income will rank high in the statistical scoring section. The issue of formerly designated NSA areas is addressed through the RAP priority neighborhoods; of the six first priority neighborhoods five are former NSA's.

BOSTON PARTNERS IN URBAN RECREATION

Project Cost Estimates

BUDGET FOR INNOVATIVE GRANT
TWO-YEAR PROGRAM

<u>Personnel</u>	<u>Federal Share</u>	<u>In-Kind (City)</u>	<u>Private Match</u>
Project Director (2.33 [*] x 25,000 yr. x 100%)		58,250	
Administrative Assistant (2.33 x 20,000 x 100%)	46,600		
Public Relations Director (2.33 x 20,000 x 10%)		4,660	
Special Assistant for Community Relations (2.33 x 20,000 x 50% x 2)		46,600	
Director of Recreation (2.33 x 40,000 x 10%)		9,320	
Director of Maintenance (2.33 x 35,000 x 10%)		8,155	
Maintenance Workers (1 full-time equivalent- 2.33 x 13,000)		13,000	
Executive Secertary (2.33 x 35,000 x 10%)		8,155	
Commissioner (2.33 x 40,000 x 5%)		4,660	
TOTAL PERSONNEL	46,600	152,800	-0-
Fringe: at 35%	16,310	53,480	-0-
<u>Non-Personnel</u>			
Printing	10,488		
Office Supplies	4,000		
Postage	2,000		
Consulting Services	47,000		
Travel	5,000		
Awards for Community Services	300,000		\$200,000**
TOTAL	\$431,398	\$206,280	\$200,000

*calculated on 28 months

**calculated a federal/private ratio of Year 1 70/30, Year II 50/50

BOSTON PARTNERS IN URBAN RECREATION

Timetable

Timetable

The following is a brief narrative chronology for the innovative grant.

Preparation and Distribution of the RFP

Month 1 The Parks Department staff person designated as project director would determine the guideline for the proposals, and develop an updated comprehensive mailing list of non-profit organization, civic associations and boards of trade. Solicitation will be accomplished through a large mailing which will include the proposal packet and an invitation to a pre-submission proposal preparation help session. During this period, the advisory board will be convened to assist in the design of the RFP.

Solicitation and proposal preparation sessions

Month 2-3 Although solicitation will be six weeks, during the first two weeks a series of help sessions will be held to assist groups with little or no grant experience and to answer questions on the the RFP. The project director will be available throughout this period to provide technical assistance.

Review proposals

The advisory board will read proposals and make recommendations to the project director and the Parks Commissioner. The final decision will be that of the Parks Department.

Award and Contracting process

Month 4 Organizations will be notified of funding decisions and successful submitters will be invited to attend an orientation session to explain what the contracting process will entail. Legal questions will be addressed during this time.

Community programs implementations

Month 5-17 Community organizations will put into motion the program specified in their proposals; elements might entail interviewing and hiring of staff, organizing of volunteers etc. Co-ordination of Parks Department and other City agencies services will be determined at this time. The project director will be working with the agencies to assure successful implementation.

Fund-raising training for Year I

Throughout the program year, there will be a series of seminars on fund raising techniques and strategies. Subjects to be covered will be foundation funding sources, corporate giving, proposal preparation for private sources, marketing community organizations, etc. With the grant funding for program start-up and the help of these seminars, community organizations will be expected to fundraise the cash match of their grant.

Monitoring throughout Year I

The project director will monitor the community groups' progress throughout the program year. Daily involvement in co-ordinating Parks Department service to the community groups will provide information on programs, as well as quarterly reports submitted by the community organizations. The quarterly report format will be designed to allow the community group to track their own progress and identify problems.

Evaluation

By the end of the tenth month, the community groups should begin to evaluate their program and look forward to Year II and consider any changes they would like to implement. Fundraising should be near completion. Based on their evaluation, community groups will determine whether to continue with the programs and submit to the project director a report on the program year and a brief proposal for Year II.

Evaluation by project director and Parks Commissioner

The project director will make recommendations for continued funding and program changes based on the year's monitoring; end of the year reports and proposals for Year II. Decision of funding continuation and suggestions for program changes will be made by the project director and the Parks Commissioner. Agencies will be notified of decisions.

Year II should follow generally the outline of Year I, providing for adjustments made based on the first year's experience.

BOSTON PARTNERS IN URBAN RECREATION

Evidence of Matching Share

Boston

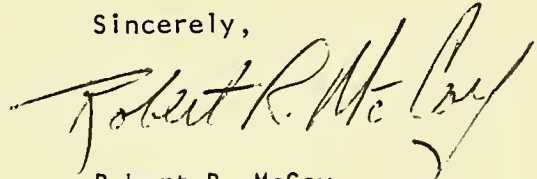
June 1, 1982

Mr. James Coleman, Regional Director
National Park Services
143 South Third Street
Philadelphia, Pennsylvania 19106

Dear Mr. Coleman:

In submitting this Innovation Grant Proposal for funding assistance from the Urban Parks and Recreation Recovery Program, the City of Boston Parks and Recreation Department will comply with the 30% matching fund requirement through in-kind services. The proposal also calls for community organizations to raise local cash matches for the federal funds they receive.

Sincerely,



Robert R. McCoy
Commissioner

RRM/am



BOSTON PARTNERS IN URBAN RECREATION

Appendix

May 27, 1982

Mr. James Coleman
Regional Director
National Park Service
143 South Third Street
Philadelphia, PA 19106

Dear Mr. Coleman:

C
O
P
Y
As Chairman of the Greater Boston Chamber of Commerce and Chairman of the United Community Planning Corporation, I am writing this letter in support of a proposal submitted by this city's Parks and Recreation Commissioner, Robert R. McCoy.

Over the last year or so, I have had an opportunity to work quite closely with the Parks and Recreation Department and we have undertaken a partnership arrangement between the public and private sectors to fund and operate the city's pools and a neighborhood basketball league program, which have been quite successful. In fact, the President of the United States mentioned this Boston experience in a recent speech before a joint public/private meeting. I am of the opinion that under Bob McCoy's leadership the Parks and Recreation Department has the desire and the capacity along with the private sector, to create and implement successful parks and recreation services despite shrinking city resources.

From what I understand of your grant program, Boston is in a unique position to make the system work and I wish to go on record as being in support of the proposal.

* If I can provide you with any additional information or an outside perspective of how this partnership process in Boston is working, please do not hesitate to call me.

Kind regards.

Sincerely,

Ken Rossam

bcc: Robert R. McCoy, Commissioner
Parks and Recreation Department

James Sullivan, President
Chamber of Commerce

-27-

*Bob - Hope this will be of some assistance
K*

CHARLESTOWN BOARD OF TRADES ASSOCIATION



May 26, 1982

P.O. BOX 74
CHARLESTOWN, MASS. 02129

Mr. James Coleman
Regional Director
National Park Service
143 South Third Street
Philadelphia, Pennsylvania 19106

Dear Mr. Coleman;

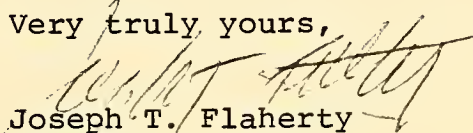
As president of The Charlestown Board of Trades Association for a number of years, I have been closely watching the community, the youth and the recreational facilities. For the last several years we have been fighting hand in hand with the City of Boston to try and keep as many programs as possible working.

Last year a major crisis arose with the closing of the pools. The Charlestown Board of Trade, in conjunction with Parks and Recreation and private sources were able to open and operate the Bunker Hill Pool which ran most efficiently with local programs and local supervision. As always, money is a never-ending problem.

I strongly endorse this program and guarantee that the Charlestown Board of Trade would work closely with the community and Boston Parks and Recreation if this program is funded to assure its total success again this year.

After reading this proposal I am totally convinced that it is exactly what we need in order to recover from the sudden shock of funding cutbacks.

Very truly yours,


Joseph T. Flaherty

PRESIDENT



United Community Planning Corporation

87 Kilby Street, Boston, Massachusetts 02109
Telephone (617) 482-9090

May 24, 1982

Officers and Executive Committee

Kenneth R. Rossano
Chairman of the Board

Nancy B. Beecher
President

Robert H. Gardiner
Vice President

Peter H. McCormick
Treasurer

Juan M. Cofield
Secretary

Jerome J. Wild
Executive Vice President

Bruce Harriman

Walter W. Mode

David R. Pokross, Sr.

George A. Schlichte

Helen B. Spaulding

Board of Directors*

John J. Bacon

David J. Brady

Matthew Brown

Alice F. Casey

Irving H. Chase

John H. Clymer

Eleanor T. Daly

Olga J. Dummott

Harry M. Durning

Jeanne M. Fong

Herbert P. Gleason

Dagmar B. Gomez

Ernest M. Haddad

Rick Johnson

Robert R. Kiley

David O. Leung

Maria C. Montalvo

Valentine P. Murphy

John W. Prendergast

Reverend Charles R. Stith

Lois H. Weltman

Charles F. Woodard

*Includes Officers and
Executive Committee

Mr. James Coleman
Regional Director
National Park Service
143 South Third Street
Philadelphia, PA 19106

Dear Mr. Coleman:

I wish to express my wholehearted support for the proposal of The Boston Parks and Recreation Department and its Commissioner, Mr. Robert R. McCoy, to establish a system of community-managed parks and recreation facilities. We here in Boston have both the need and the opportunity to move the concept of public/private partnerships for community service to an operating reality more quickly and more fully than comparable cities.

We have a need because of the dramatic shrinkage of public financial support for programs and facilities traditionally funded by federal, state, and local tax revenues.

We have the opportunity because of the prototypes already in place which involve new and exciting arrangements of public and private resources for the use of public parks and the operation of public recreation facilities and programs.

Indeed, the President himself cited these Boston arrangements as models for the country when he addressed the 1,600 members of The New York Partnership, Inc., at The Waldorf Astoria in January of this year.

With the support of the Mayor, the local United Way, the major community foundations, and the Parks and Recreation Department, the community is maintaining important recreation programs and operating park facilities with a combination of private and public dollars, private and public staff resources, generous infusions of neighborhood volunteers, and an effective management team from the major public and voluntary agencies.

A PLANNING
MEMBER OF



THE PLANNING
PARTNER OF

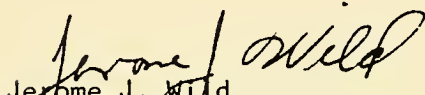


Mr. James Coleman
Regional Director
National Park Service
May 24, 1982

Page Two

As staff director of the major private human services planning organization in Greater Boston, I have been pleased to be a participant in these emerging partnerships. I look forward with enthusiasm to the prospect of accelerating this already begun local effort, with the additional resources of the Urban Park and Recreation Recovery Innovation Grant.

Sincerely,



Jerome J. Wild
Executive Vice President

UNITED COMMUNITY PLANNING CORPORATION

bdp



Ship Under Full Sail

East Boston Harborside Community School

312 Border Street

East Boston, Massachusetts 02128

567-6800

May 25, 1982

Mr. James Coleman, Regional Director
National Park Service
143 South Third Street
Philadelphia, PA 19106

Dear Mr. Coleman:

On behalf of myself and the East Boston Harborside Community School Council, Inc., I wish to indicate our support of the Boston Parks and Recreation Department's Proposal, "Partnerships for Community Management in Parks and Recreation."

It is evident that this unique Program will allow communities to maximize the use of their existing recreational facilities and parks. The partnership will lend itself to providing the initial financial and technical support needed to make "Community Management" a reality. This project and the initial investment will without question net high returns as it will preserve those recreational resources that are a important part of the quality of life. The approval of this proposal will put a stop to the great potential of their deterioration.

We are asking you to consider this request favorably so that valuable recreational resources will not be lost and instead will be maintained as a viable and essential part of community life.

Sincerely,

A handwritten signature in cursive script that reads "Richard Dimino". The signature is written in dark ink and is positioned above the printed name.

RICHARD DIMINO
Regional Coordinator

RD/dt



ROXBURY MULTI-SERVICE CENTER, INC.

Human Services
For
Human Development

317 BLUE HILL AVENUE, ROXBURY, MASS. 02121 (617) 427-4470

May 25, 1982

Mr. James Coleman, Regional Director
National Park Service
143 South Third Street
Philadelphia, Pennsylvania 19106

Board of Directors

Executive Committee

Vivian C. Male
President

Kenneth Haskins
Vice-President

Roy E. Neblett
Treasurer

Sylvia Krakow
Clerk

Marilyn R. Anderson-Chase
Executive Director

Satellite Centers:

Human Development Center
434 Warren Street
Roxbury, Mass. 02121

Day Activity Center
321 Blue Hill Avenue
Roxbury, Mass. 02121

Dear Mr. Coleman:

On behalf of the Roxbury Multi-Service Center, I would like to express support for the City of Boston's Parks and Recreation Department's request for a grant from the Urban Park and Recreation Recovery Innovation Grant Program. For the past year, Roxbury Multi-Service Center has worked closely with the City of Boston to insure that the one public recreational facility serving a significant majority of Boston's Black residents, the John A. Shelburne Recreation Center, remains open and available to the public.

A year ago, this recreational and social Center was scheduled to be closed due to economic constraints within the City. Roxbury Multi-Service Center, a non profit human services agency serving the Roxbury community, began to sponsor programming at the Center and to provide staff. This unique arrangement has not only allowed the Center to remain open but has established a climate for ongoing collaborations and planning for the mutual benefit of Roxbury Multi-Service Center and the City of Boston, as well as the constituency to which they are each committed.

We see the Shelburne Center as having the potential for increased self support and have committed ourselves to continuing to work with the City toward this goal.

We applaud the City's foresight in seeking to establish and formalize similar relationships throughout Boston's neighborhoods and sincerely hope that the National Park Service will give favorable consideration to the City of Boston's request.

Sincerely yours,

Marilyn R. Anderson-Chase
Executive Director

MRAC/jk



Lena Park Community Development Corporation

150 American Legion Highway, Dorchester, MA 02124

Telephone (617) 436-1900



Reaching out and touching

Patrick E. Jones, Jr.
President

Judge Rudolph Kass
Co-Chairperson

Margaret Neville
Co-Chairperson

Harmus Fortune
1st Vice Chairperson

Madeline Murray
Secretary & 2nd Vice
Chairperson

Vivian Male
Assistant Secretary

Mark Goode
Treasurer

Sydney Gale
Assistant Treasurer

Honorary Chairpersons:
Father Shawn Sheehan
Richard Roye
Laura Morris
Clyde H. Miller, Jr.

Tuesday,
25th of May, 1982

Mr. James Coleman
Regional Director
National Park Service
143 South Third Street
Philadelphia, Pennsylvania 19106

Dear Mr. Coleman:

I wish to support the Proposal Request of the Boston Parks and Recreation Department which solicits funds from the National Park Service, Urban Park and Recreation Recovery Innovation Grant Program to join with community organizations and the private sector to design innovative models for addressing urban parks and recreation services.

As the Director of a large social service recreation focused agency, located directly across the street from one of the oldest and largest parks in the Boston area, I believe the unique concept, as inherent in the proposed program, will allow us to address neighborhood issues in a comprehensive manner.

An affiliate of



United Way

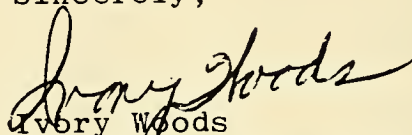


Mr. James Colman
May 25, 1982
Page Two

We are prepared to match federal funds if involvement in a Request for Proposal process is successful.

Please consider this important proposal for funding.

Sincerely,

A handwritten signature in cursive script, appearing to read "Ivory Woods".

Ivory Woods
Acting Executive Director

IW:hm

*Cooper
Community
Center, Inc.*

Southern New England Conference
of the United Methodist Church

Board of Global Ministries of the
United Methodist Church—National Division
United Methodist Women

Executive Director
RICHARD H. PETERS

Chair., Board of Directors
ACHEL TWYMON

Treasurer
MALCOLM W. CHASE

May 27, 1982

Mr. James Coleman, Regional Director
National Park Service
143 South Third Street
Philadelphia, PA. 19106

Dear Mr. Coleman:

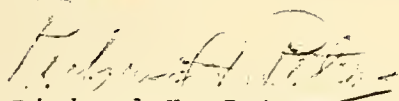
This letter is in support of the Park and Recreation Department of Boston's proposal to establish a network of community managed parks and recreation facilities.

In Boston's minority community alone, there is a growing concern and need in providing effective park and recreation services, especially in light of shrinking City services. The commissioner, Bob McCoy, has demonstrated outstanding leadership in urban park recreational planning, but his hands are tied until he acquires the federal funds provided through the Urban Park and Recreation Recovery Grant.

When successful, poor condition in city parks such as littering, rundown equipment, vandalism, drug and alcoholic abuse will be eliminated through this unique public and private sector coalition.

Cooper Community Center fully endorses the City of Boston's Park and Recreation Department two year program and effort to restore and organize services in city parks, so that a safe and clean outdoor facility will not become another of "society's privileges for the chosen few who can afford to pay".

Sincerely,


Richard H. Peters
Executive Director

RHP:rtp

THIS AGENCY IS
SUPPORTED BY





ROXBURY ACTION PROGRAM

10 LINWOOD STREET • ROXBURY, MASSACHUSETTS 02119 • (617) 442-4400

May 24, 1982

Mr. Robert R. McCoy
Commissioner
Parks & Recreation Dept.
Boston City Hall
City Hall Plaza
Boston, MA 02201

Dear Bob,

I have reviewed your program summary on a proposal entitled Partnerships for Community Management in Parks and Recreation funding from the Urban Parks and Recreation recovery innovation grant.

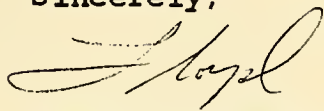
We would like to go on record as being in support of this program since it is consistent with RAP's goal of participating in the management of having a greater say in the use of the parks and other city services within our target area.

RAP in the past, has worked with both public and private sources involving our youth in maintenance and management of the parks in Highland Park.

Since this proposal will be offered to Community Organizations through an R.F.P., we want to go record as being interested in participating at this level also.

Please feel free to call upon me for any assistance that I can render in bringing this venture to the City of Boston.

Sincerely,



Lloyd H. King
Executive Director

LHK/cb



Franklin Park Coalition

Richard Heath

319 Forest Hills St., Jamaica Plain, Mass. 02130
522-7431

May 25, 1982

Mr. James Colman, Regional Director
National Park Service
143 South Third Street
Philadelphia, Pennsylvania 19106

Dear Mr. Colman:

I support very strongly the Community Management of Parks and Recreation proposal submitted by The Boston Parks and Recreation Department. Not only is this Proposal timely, it is essential for the health and continued value of Boston's parks and recreation facilities; particularly for recreation centers.

The city is already moving in this direction. This proposal is based on some early experiences with a playground and a recreation center in two districts of the city. The recreation center would be an abandoned blight on the neighborhood if the Parks Department had not leased it to a viable Community Development Center last year. The playground was rebuilt and managed for two summers by another local neighborhood development center using UPARR funds.

The Franklin Park Coalition was formed eleven years ago as a community-based group to begin the restoration and improvement of Franklin Park - Boston's largest park - at 500 acres. After years of organizing volunteer clean-up projects, we became tax exempt and thus were able to hire a work crew and do regular maintenance ourselves. We fielded a crew of 15 teenagers for eight weeks in the summer of 1981. The Boston Parks Department provided some tools and support services such as pick up of the trash collected over the summer. This season, The Franklin Park Coalition raised \$12,000 from the private sector to hire 12 teenagers for 12 weeks of clean-up in Franklin Park. The Coalition has already signed a contract with The Boston Parks Department to do this work. The city will pay the supervisor's salary, provide a truck and tools. The work crew in 1982 is now a legitimate, contract project. Work will begin on June 28th.

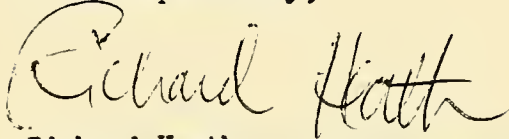
There are in Boston, then, groups with long experience in exactly what the Boston Parks Department proposes to extend and institutionalize community management of parks and recreation facilities. The City of Boston needs this program and there are groups formed and people who will form groups who will be eager to see this program succeed.

May 25, 1982
Mr. James Colman
Page 2.

From my point of view - and I have seven years of experience in Franklin Park - community - Parks Department management consortiums can work, are workable and are the future for urban parks. There is not a city in the United States that is not working on similar programs.

Also, from my point of view - and I have seven years of experience with the Boston Parks Department - there is a good, dedicated management staff in the Boston Parks Department which will see that this project succeeds. I would not endorse the proposal if there were not.

Most Respectfully,

A handwritten signature in cursive script that reads "Richard Heath". The signature is written in dark ink and is positioned above the printed name and title.

Richard Heath
Director, Franklin Park Coalition

RH:mlh

MASSACHUSETTS ASSOCIATION FOR OLMSTED PARKS

associated with: The National Association for Olmsted Parks

May 25, 1982

BETSY SHURE GROSS Chair
National Association for Olmsted Parks
Brookline Conservation Commission

PAUL A. FARACA Co-Chair
The Raymond T. Cottle Company
The Parkway Development Company

ARLEYN LEEVE Vice-Chair
Redcliffe Seminars Design Program

DR. CYNTHIA ZAITZEVSKY Vice-Chair
Architectural Historian

JOHN FURLONG Treasurer
Redcliffe Seminars Design Program

ELIZABETH C. LAWRENCE Clerk
Lozano, White & Associates

CARLA WYMAN BENKA Secretary
Brookline Historical Commission

ELEANOR G. AMES
Landscape Design Consultant

NANCY CONLIN
Sherin and Lodgen

TIMOTHY COPOLLA
The Architects Collaborative

CHARLES W. ELIOT, II
Landscape Architect - Planning Consultant

RICHARD HEATH
Franklin Park Coalition

HENRY LEE
Friends of the Boston Public Garden

CORNELIA HANNA McMURTRIE
National Association for Olmsted Parks
The Arnold Arboretum

JOHN VITIGLIANO Commissioner
The Boston Parks & Recreation Department
The City of Boston

LAURENCE W. ZUELKE
The Architects Collaborative

Mr. James Coleman
Regional Director
National Park Service
143 South Third Street
Philadelphia, Pennsylvania

Dear Mr. Coleman:

The Massachusetts Association for Olmsted Parks endorses, unequivocally, Park Commissioner Robert McCoy's request for UPAAR support in establishing a network of community managed parks and recreation facilities within the City of Boston during the next two critical years for our parks and the people who depend upon them for recreation and re-creation.

As you know from the recent successful National Association for Olmsted Parks initiated Mellon Foundation Grant for conservation of the nitrate negative archives at Fairsted, the Frederick Law Olmsted National Historic Site in Brookline, Massachusetts, the NAOP and the MAOP exist primarily to provide the catalyst to challenge, encourage and support private sector response and responsibility for public open spaces and facilities.

Commissioner McCoy has had extensive and impressive experiences with neighborhood and community organizations for park preservation and is uniquely qualified to

initiate and sustain a partnership for community management in parks and recreation.

The Massachusetts Association for Olmsted Parks is enthusiastic about participating in this program with the City of Boston Parks and Recreation staff and we urge your positive response to this innovative program.

Sincerely,

Betsy Shure Gross,
Chair

BSG:mr

25 Edgehill Road Brookline, Massachusetts 02146
(617) 731-1448

affiliated with: The Fund for Preservation of Wildlife and Natural Areas
trustee: The Boston Safe Deposit and Trust Company



The Commonwealth of Massachusetts
University of Massachusetts - Boston
Harbor Campus
Boston, Massachusetts 02125

TELEPHONE (617) 267-1900

May 25, 1982

Mr. James Coleman
Regional Director
National Park Service
143 South Third St.
Philadelphia, PA 19106

Dear Mr. Coleman,

I am writing in support of the Boston Parks and Recreation Department's request for funding from the National Parks Service, Department of the Interior. The proposed partnership between community groups and city government is certainly a breath of fresh air.

Giving local residents a sense of ownership through management of the park in their neighborhood should enhance upkeep, programming, and overall positive use of the parks.

I hope that you look favorably upon the proposal as I am sure that many of us who live, work and play in the city of Boston will become involved in this worthwhile effort, if funded.

Sincerely,

A handwritten signature in cursive script that reads "Charlie Titus".

Charlie Titus
Director of Athletics

CT:ms



City of Boston
The Environment
Department

Boston City Hall/Room 813
Boston, Massachusetts 02201
617/725-4416 or 725-3850

May 27, 1982

Mr. James Coleman
Regional Director
National Park Service
143 South Third Street
Philadelphia, PA 19106

Dear Mr. Coleman:

I am delighted to write you in support of the Urban Park and Recreation grant application from the Boston Parks and Recreation Department. As city budgets shrink, it becomes increasingly evident that the long term future of park maintenance and recreation programming is with strong neighborhood groups. A two year UPARR grant will enable a number of groups to try their wings at such unfamiliar activities and to prepare to play a key role in cooperation with the Parks and Recreation Department.

Sincerely,

Eugenie Beal
Director

EB/sef



May 28, 1982

**City of Boston
Neighborhood
Development and
Employment Agency**

15 Beacon Street
Boston, Massachusetts 02108
617/720-4300

Mr. James Coleman
National Park Service
143 South Third Street
Philadelphia, Pennsylvania 19106

Dear Mr. Coleman,

I wish to express my support for the Boston Parks and Recreation Department's proposal entitled, "Partnerships for Community Management in Parks and Recreation."

As director of Boston's Neighborhood Development and Employment Agency, I am keenly aware of the critical need to develop innovative approaches to respond to the problems of shrinking government resources. Cooperative partnerships between government, business and neighborhood groups have emerged as an effective means of efficiently managing existing resources, such as the City's parks and recreational facilities.

The design of this proposal fosters community participation by encouraging residents to identify important issues in their neighborhood and to develop projects that address these issues. This participation is essential because once residents have committed their time and funds to a project, they are more likely to insure its success. They become "investors" in the projects rather than merely users of the parks and recreational facilities. Therefore I believe that approval of this proposal will go a long way towards reversing the decline of an important and popular municipal resource.

I am asking you to consider this request favorably so that neighborhood parks and recreational facilities, so vital to urban life, may receive the sustained attention that they deserve.

Sincerely,

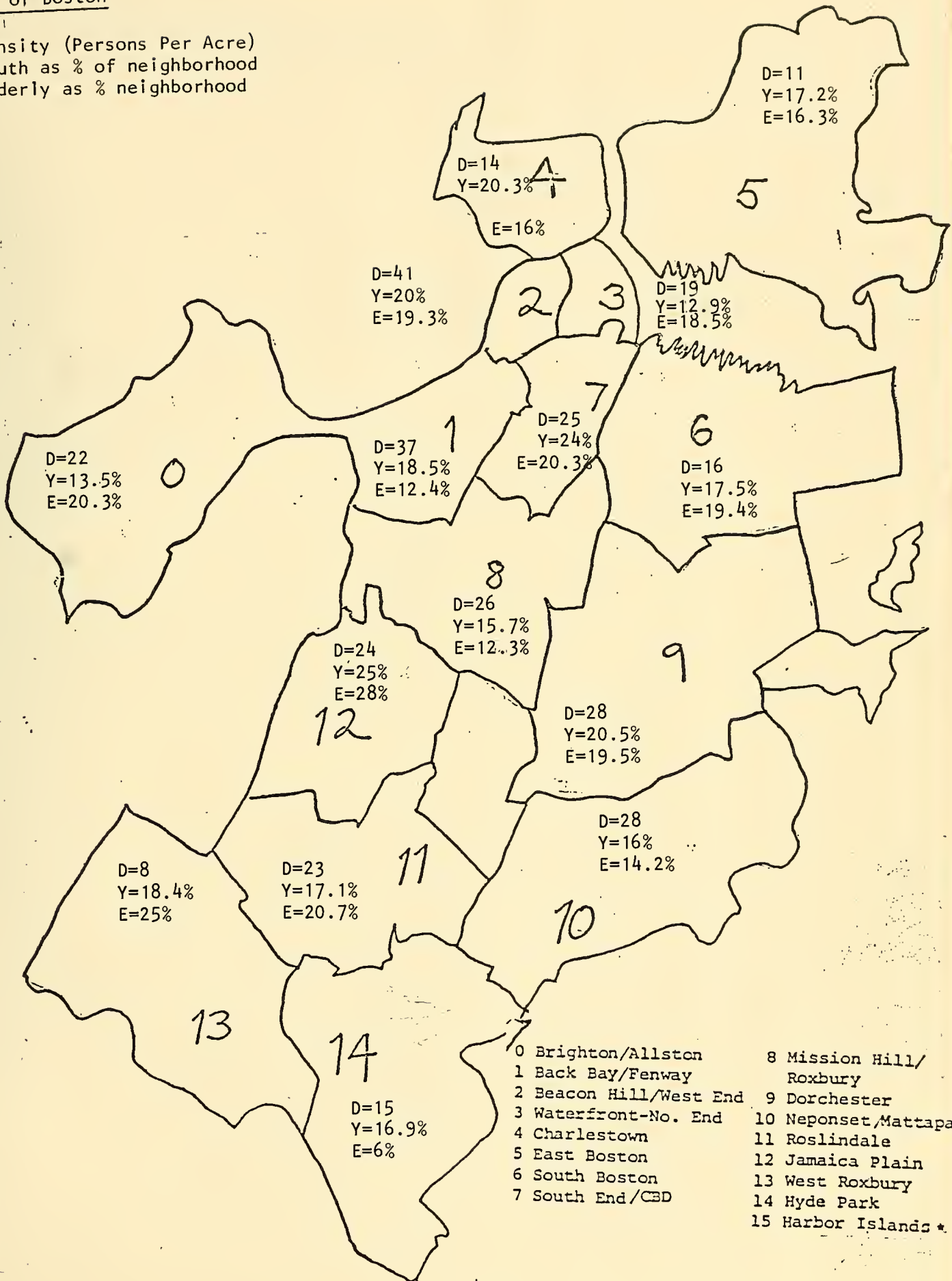
David S. Mundel
Director

DSM/ nlc



City of Boston

D = Density (Persons Per Acre)
Y = Youth as % of neighborhood
E = Elderly as % neighborhood



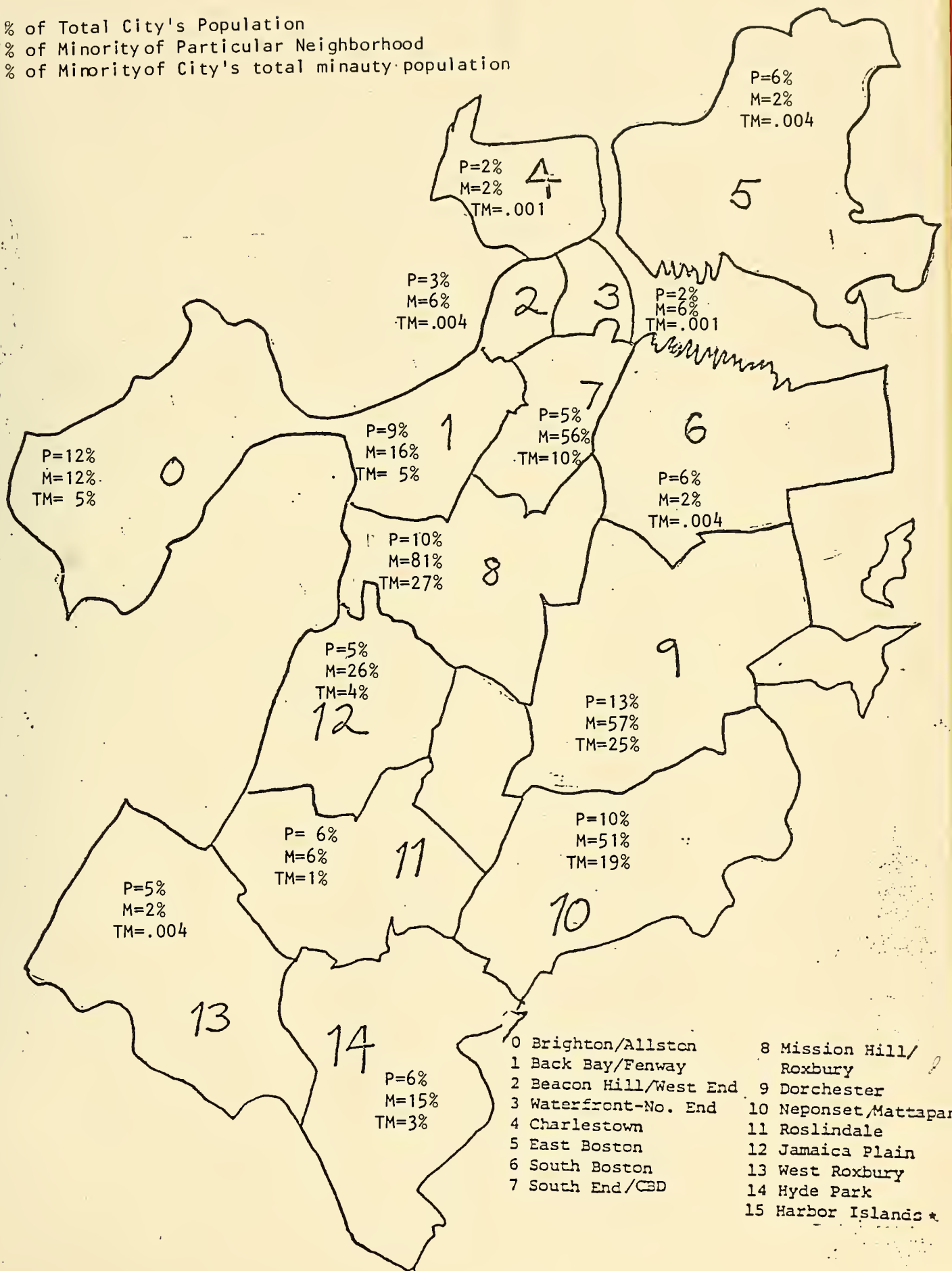
- | | |
|------------------------|------------------------|
| 0 Brighton/Allston | 8 Mission Hill/Roxbury |
| 1 Back Bay/Fenway | 9 Dorchester |
| 2 Beacon Hill/West End | 10 Neponset/Mattapan |
| 3 Waterfront-No. End | 11 Roslindale |
| 4 Charlestown | 12 Jamaica Plain |
| 5 East Boston | 13 West Roxbury |
| 6 South Boston | 14 Hyde Park |
| 7 South End/CBD | 15 Harbor Islands * |

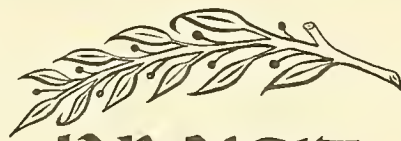
City of Boston

P= % of Total City's Population

M= % of Minority of Particular Neighborhood

TM= % of Minority of City's total minority population





BOSTON
PUBLIC
LIBRARY



